Headquarters U.S. Air Force

Integrity - Service - Excellence

Phase II Project Definition

Capt Allen Thibeaux

AF Center for Environmental

HQ AFCEE/DCP

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Overview

- Project Life Cycle
- Concept Development
- Request For Proposal (RFP) Development
- Additional Lessons Learned

Highlights – Changes – Lessons

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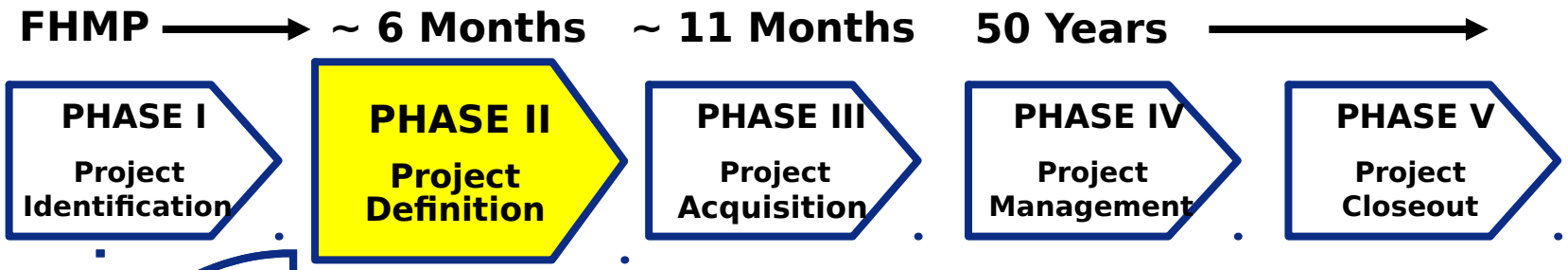
Project Life Cycle

Housing Privatization Phases



Refinement of project alternatives and feasibility

Activities

- **Project planning**
- **Requirements analysis**
- **Concept Approval**
- **RFP Development and approval**

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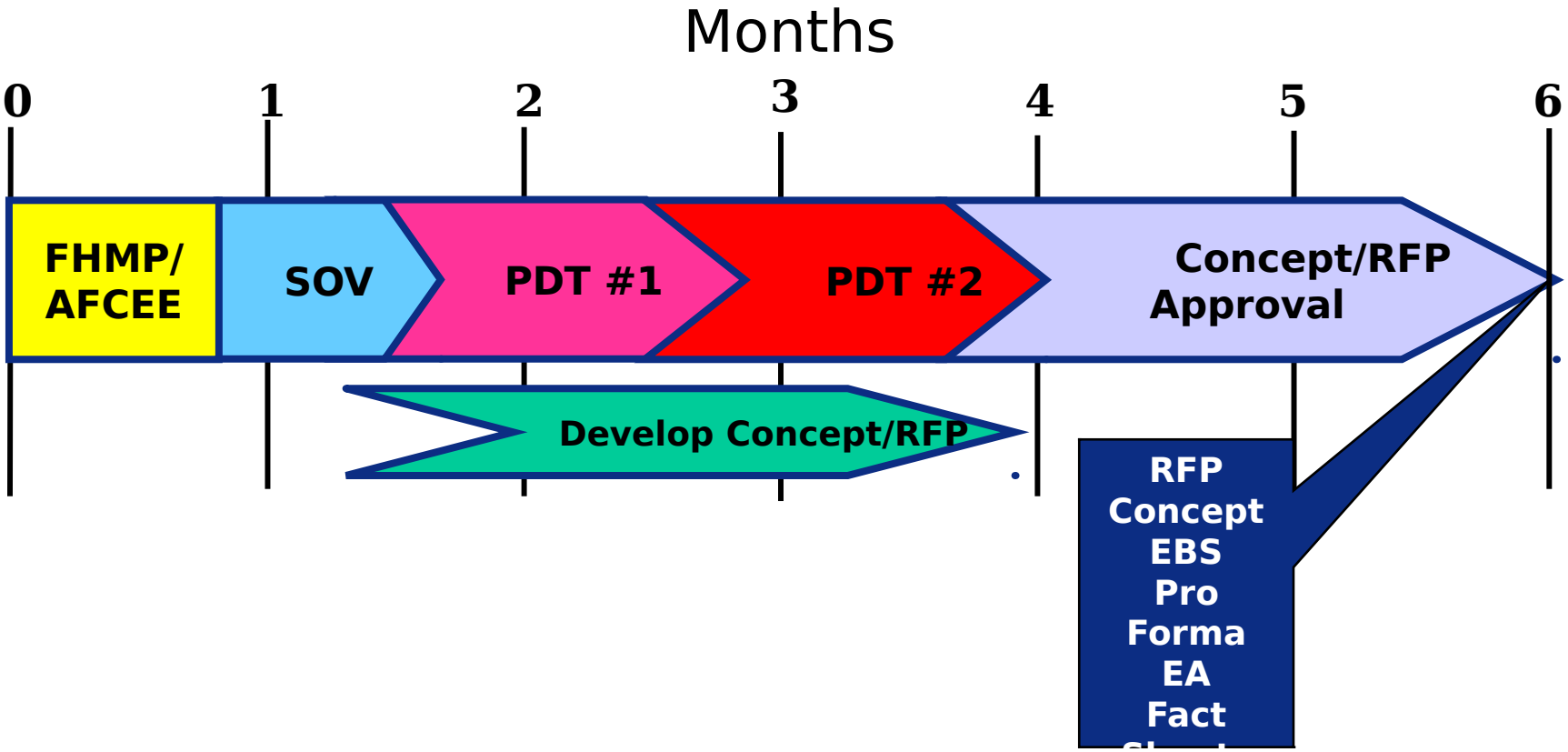
Project Life Cycle

Phase II Project Definition



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Project Life Cycle

~~Project Schedule~~

Microsoft Project - Cannon AFB Project Schedule -30 Oct.mpp

File Edit View Insert Format Tools Project Window Help

Prepare Forum Agenda

	OPR	Task Name	Duration	Start	Finish	Predecessors
141		**Phase III - PROJECT ACQUISITION**	**348 days**	**Tue 2/4/03**	**Thu 6/3/04**	
142	AFCEE	Assign AST members and Issues Letters of Appointment	5 days	Mon 2/17/03	Fri 2/21/03	139
143	PKOA	Conduct Initial AST Training	1 day	Mon 2/24/03	Mon 2/24/03	142
144	**AFCEE**	**Compile Project Definition Documents**	**1 day**	**Tue 2/25/03**	**Tue 2/25/03**	**143**
145	AFCEE	- Environmental Assessment	1 day	Tue 2/25/03	Tue 2/25/03	59
146	AFCEE	- Environmental Baseline Survey	1 day	Tue 2/25/03	Tue 2/25/03	60
147	AFCEE	- Land Survey (Metes & Bounds)	1 day	Tue 2/25/03	Tue 2/25/03	61
148	AFCEE	- Land Appraisal (if required)	1 day	Tue 2/25/03	Tue 2/25/03	62
149	AFCEE	- Facility Condition Assessment (if required)	1 day	Tue 2/25/03	Tue 2/25/03	
150	ILEH	Prepare Congressional Notification Package	3 days	Tue 2/4/03	Thu 2/6/03	137
151	ILEH	Submit Congressional Notification Package	1 day	Wed 2/19/03	Wed 2/19/03	135
152		**Congressional Solicitation Notification Period**	**60 edays**	**Mon 2/24/03**	**Fri 4/25/03**	**151FS+3 days**
153	**PSC**	**Conduct Industry Forum**	**32 days**	**Wed 2/19/03**	**Thu 4/3/03**	**135**
154	**AFCEE**	Advise ILEH to Informally Notify Congress of Industry Forum	**1 day**	**Tue 2/25/03**	**Tue 2/25/03**	**152FS-60 edays**
155	ILEH	Informal Notification to Congress	1 day	Mon 3/3/03	Mon 3/3/03	154FS+3 days
156	**PSC**	**Develop Industry Forum Handouts**	**17 days**	**Wed 2/19/03**	**Thu 3/13/03**	
157	PSC	Develop Draft Handouts	10 days	Wed 2/19/03	Tue 3/4/03	135
158	PSC	Submit Handouts for Air Force Review	1 day	Wed 3/5/03	Wed 3/5/03	157
159	PDT	PDT Review of Draft Handouts	5 days	Thu 3/6/03	Wed 3/12/03	158
160	PSC	Finalize and Produce Handouts	1 day	Thu 3/13/03	Thu 3/13/03	159
161	PSC	Prepare Advertisements for Industry Forum	10 days	Wed 2/26/03	Tue 3/11/03	154
162	**PSC**	**Advertise Industry Forum**	**2 days**	**Fri 3/7/03**	**Mon 3/10/03**	**155FS+3 edays**
163	PSC	Article in installation paper	2 days	Fri 3/7/03	Mon 3/10/03	
164	PSC	Invitation to local community leaders	2 days	Fri 3/7/03	Mon 3/10/03	
165	PSC	E-mail/Letter to Target Firms from Previous Bidder Lists	2 days	Fri 3/7/03	Mon 3/10/03	
166	PSC	Article in national industry journals	2 days	Fri 3/7/03	Mon 3/10/03	
167	PSC	Notice in CBD	2 days	Fri 3/7/03	Mon 3/10/03	
168	PSC	Pre-registration	2 days	Fri 3/7/03	Mon 3/10/03	
169	**PSC**	**Arrange Base Logistics**	**10 days**	**Fri 3/7/03**	**Thu 3/20/03**	**155FS+3 edays**
170	PSC	Prepare Forum Agenda	1 day	Fri 3/7/03	Fri 3/7/03	

Calendar, Gantt Chart, Network Diagram, PERT Chart, Task Usage, Tracking Gantt, Resource Graph, Resource Sheet

Lessons Learned:

- Focus on key milestones and your particular tasks (filter the view)
- Understand which parts you control

Concept/RFP Development

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Products

- Pro Forma
- Budget Scoring Analysis
- Economic Analysis
- Market Survey
- Fact Sheets
- Concept Briefings/1391
- Environmental Baseline Survey (EBS)
- Environmental Analysis (EA)
- RFP

Lessons Learned:

- Environmental documents can be show stoppers
- Start EBS early – concept stage at latest

* Graphic From www.phcmhc.com

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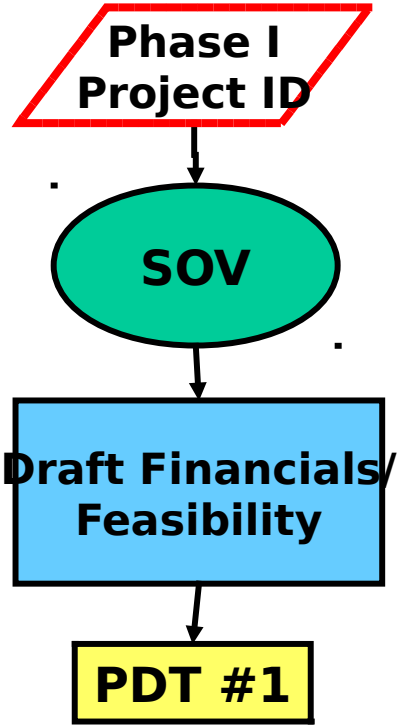
Concept Development
Site Orientation Visit



Lessons Learned:
- Have demographics ready
- Have PDT members chosen

- **Before**
  - PDT Roster
  - FHMP/HRMA/HCP
  - PSC Contract Award
  - Milestone/Schedule
  - SOV Preparation Checklist
- **During**
  - Review Alternatives for Analysis
  - PSC Orientation/Familiarization
  - Discuss NEPA/Survey Requirements
  - In/Out Briefings
  - Review RFP Requirements
- **After**
  - Final Feasibility Assessment (FA)
  - Draft Pro Forma/Budget Scoring Analysis (BSA)

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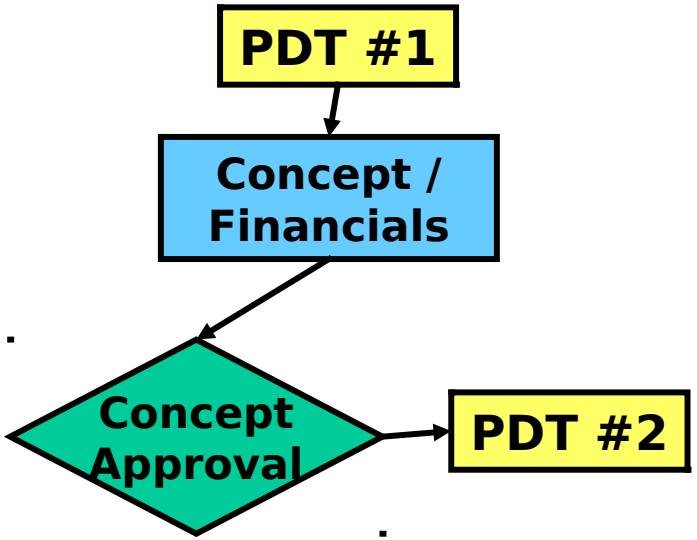
Concept Development
Project Development Team #1



Lessons Learned:
- Have data gathered BEFORE workshop
- Plan who needs to attend when
- Not a briefing preparation workshop

- **Before**
  - Review PSC Read-aheads
- **During**
  - Discuss FA and select alternative
  - Refine FA and Analysis Inputs
  - Discuss NEPA/Survey Actions
  - Review RFP Draft
- **After**
  - Concept Plan
  - Project Fact Sheets
  - Approval Briefings
  - Pre-Final Financials (EA, Pro Forma etc.)
  - Concept Approval
  - Draft RFP

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Concept Development Changes

- Government loan terms established based on concept Pro Forma
  - Nature of Pro Forma during concept phase changes from go-no-go to modeling project finances in detail
  - Greater planning effort required
- ESG approves any substantive scope changes once concept is approved

Bottom Line – Concept role is growing

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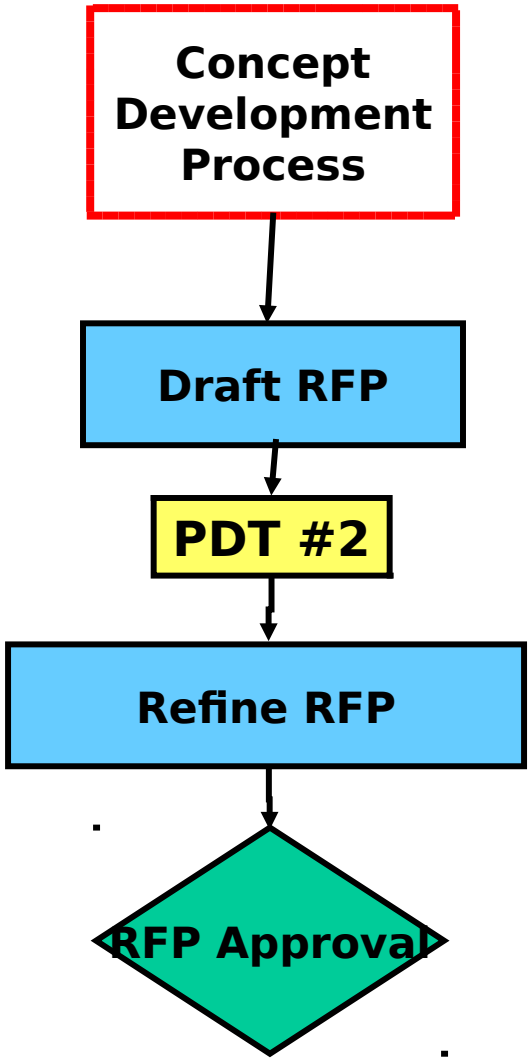
RFP Development
Project Development Team #2



- **Before**
  - Draft RFP
  - Brief Base Leadership
- **During**
  - Review and revise draft RFP
    Review/Adjust Project Milestones
- **After**
  - Incorporate PDT Changes
  - Submit Final RFP

Lessons Learned:
- Need 2 PDT meetings?
- Need 4 PDT meetings?

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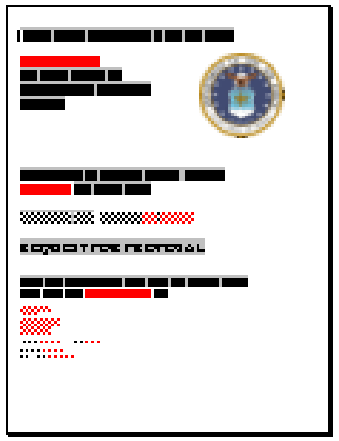
RFP Development
Changes

- **Latest Generic RFP (Nov 03) posted on AFCEE web site**
- **New version underway, revisions accomplished quarterly**
- **Recent changes to the RFP include:**
  - **Rent-up**
  - **Renter's insurance now includes a $250 deductible**
  - **Additional housing units**
  - **Loan terms/scored cost**
- **Changes in the works**
  - **Competitive financing**



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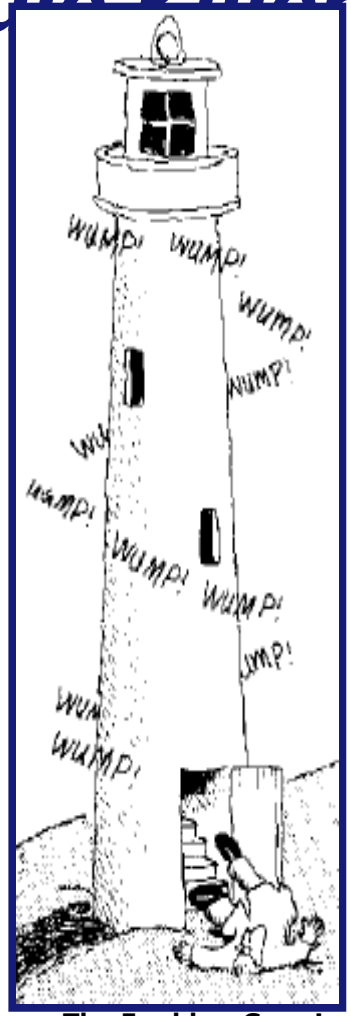
Additional Lessons Learned

Schedule Killers

- PDT meetings require data ahead of time – not during
- Environmental document preparation can destroy a schedule
- Functionals should all be on board early
- The number of tasks on all fronts is daunting – make sure you know when the ball is in your court



The Far ide – Gary Larson

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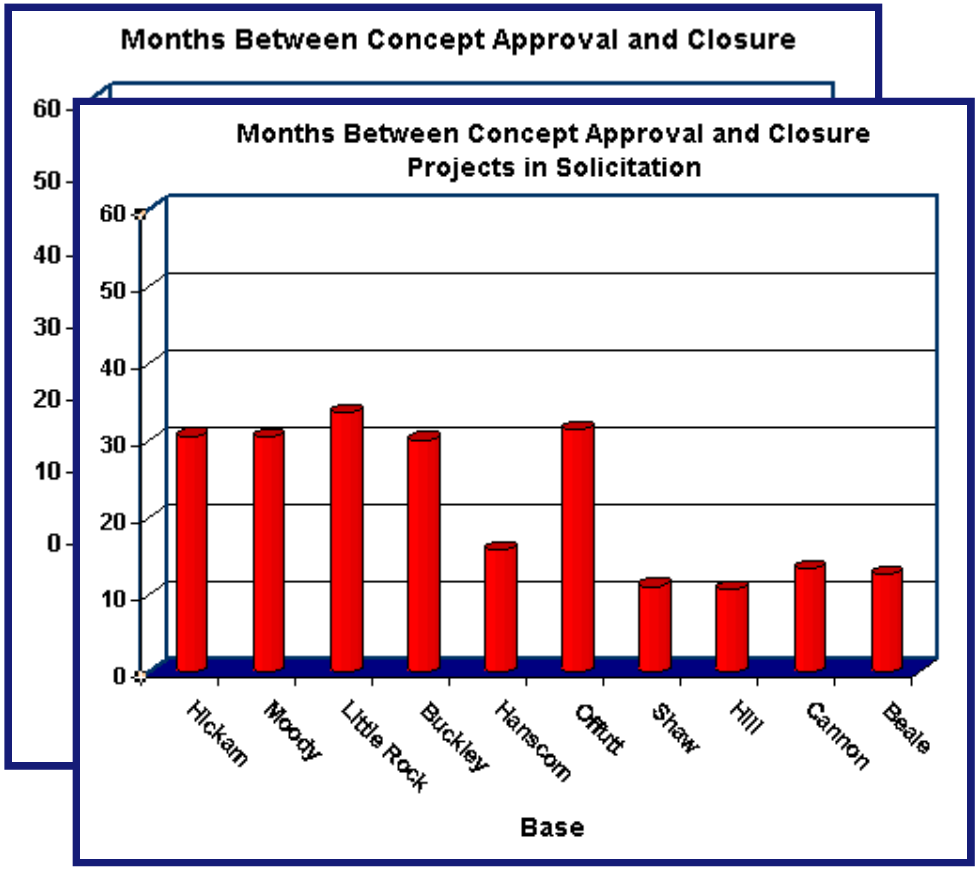
Additional Lessons Learned

Schedule Killers

- **Base Project Manager (BPM) manning is a frequent problem**
  - **Often an additional duty for another full-time job (this will not work)**
  - **Frequent changes in BPM (or any PM) cause continuity troubles**



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Additional Lessons Learned

Process Challenges

- **Bad news now better than catastrophic news later**
- **Base should make contact with local utilities and school districts early to avoid unexpected complications**
- **Watch environmental issues closely – make sure documents are being prepared early**
- **Don't underestimate school district resolve to get their Congressional delegates involved when student populations are adversely affected (**

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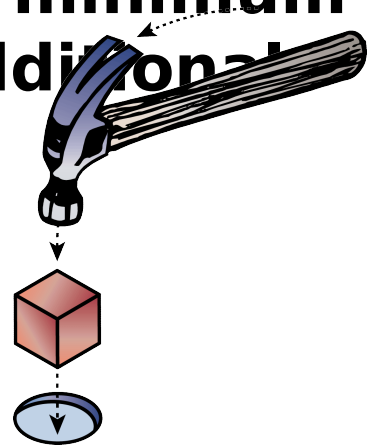
Additional Lessons Learned

Process Challenges

- HRMA, HCP/FHMP, BAH, and BRAC processes and numbers can confuse – focus on HRMA end-state
- Jurisdiction/land use issues should be discussed early – misunderstanding here can cause delays
- RFP requirements should include minimum requirements from the FHMP – additional items should be desired features
  - 2BR vs. 3BR
  - Renovate vs. Replace



Questions?

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